MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2013/2014

EBM7012 – PROJECT MANAGEMENT

13 MARCH 2018
10:00 a.m – 12:00 p.m
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This question paper consists of 7 pages with 5 Questions only.
2. Attempt **ALL** questions. All questions carry equal marks and the distribution of the marks for each question is given.
3. Please print all your answers in the Answer Booklet provided.

Question 1

"Telkom Inc. is embarking on a Digital Transformation programme worth RM100 million within a 24-month time frame"

Citing the above example

a. Define what is a programme.

[2 marks]

b. Explain the concept of the Triple Constraint and its effect on this programme.

[9 marks]

c. Explain briefly the Project Life Cycle and the phases involved

[4 marks]

d. Explain the project manager's role and responsibilities

[5 marks]

Continued .....

Question 2

a. Name at least FIVE components of a Project Charter document.

[5 marks]

b. One of the Knowledge Areas in the Planning process group is Risk Management.

i. Differentiate between positive and negative risk.

[4 marks]

ii. Discuss the importance of Project Risk Management.

[3 marks]

iii. You have identified risks for a project that you are managing. Describe how you would perform Qualitative Risk Analysis.

[2 marks]

iv. A company is trying to determine if they should develop or buy a software for a project. They have come up with the following impacts (see Figure Q2) of whether the software works or fails. Considering the project complexity, you decide to perform Quantitative Risk Analysis. Based on the information given, what is the expected monetary value of each possible decision? Would you decide to develop or buy the software?

[6 marks]

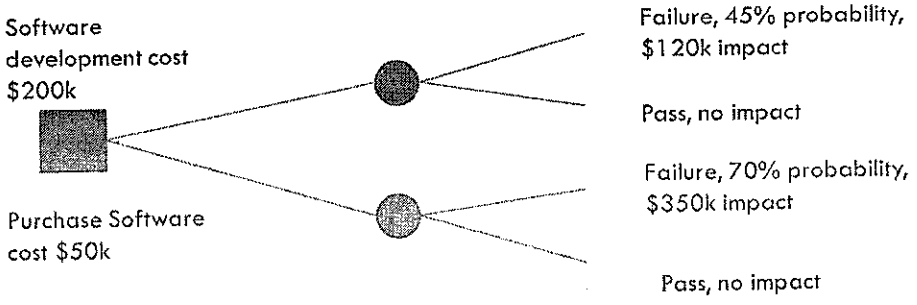
Software development cost $200k
Purchase Software cost $50k
Failure, 45% probability, $120k impact
Pass, no impact
Failure, 70% probability, $350k impact
Pass, no impact

Figure Q2

Continued .....

Question 3

Month	PC	AC	%Comp	EV	CPI	SPI
1	50	50	10%			
2	150	80	20%			
3	260	200	30%			
4	370	300	45%			
5	490	420	55%			
6	590	510	65%			
7	700	635	75%			
8	800	780	80%			
9	870					
10	930					
11	980					
12	1000					
BAC						

Notes:

PC	Planned Cost: What you had planned to spend at a point in the project.
AC	Actual Costs: What you had actually spent at a point in the project.
%Comp	Percentage Complete: What percentage of the total project is complete at a point in the project (based on BAC).
BAC	Budget at Completion: What the total planned cost of the project.
EV	The Earned Value is calculated based upon the amount of the BAC that has been achieved at the end of each month.

Table Q3: Progress summary of Project 2079X

a. Elaborate Project Evaluation in the context of Project Management. [3 marks]

b. The table below lists the cumulative values of Project 2079X, a 12 month project, with values to the end of month 8. From Table Q3, answer the following:

i. What is the Budget at Completion (BAC) and Earned Value at the end of Month 8. [6 marks]

Continued .....

ii. What is the Cost Performance Index (CPI) and Schedule Performance Index (SPI) at the end of Month 8.

[6 marks]

iii. Looking at the project as a whole, describe the progress of the project in terms of predicted schedule and cost implications. For each of these predicted implications (schedule and cost), provide a statement describing what might have caused it.

[5 marks]

Continued .....

Question 4

a. As part of project closing, the Project Manager and Core Team Member is expected to write a Closeout Report. Elaborate the purpose and contents of such a Closeout Report.

[5 marks]

b. In project closing, knowledge management is considered very crucial, especially for future projects. As a Project Manager, explain how you would disseminate and use lessons learned for future projects.

[5 marks]

c. List and explain the different components of knowledge management during project closing.

[8 marks]

d. For every project, there is always the possibility of early termination. Give TWO possible instances in the project that could lead to early termination.

[2 marks]

Continued .....

Question 5

a. Describe briefly how you transform a Work Breakdown Structure (WBS) into a Network Diagram. Draw a network diagram for the following set of activities in Table Q5.

Activity	Predecessors	Duration in working days
A	Start	5
B	A	8
C	A	2
D	A	6
E	C and D	3
F	B and E	4
G	F	9

Table Q5.1

[4 marks]

b. Using the example above, explain and identify the 'Critical Path'.

[4 marks]

c. There are two ways to speed-up the schedule, 'Crashing' and 'Fast tracking'. Define the terms 'Crashing' and 'Fast Tracking'.

[4 marks]

Activity	Normal Time	Normal Cost	Crash Time	Crash Cost	Crash Cost Per Day
► A	5	$300	5	$300	N/A
► B	8	250	5	400	50
C	2	100	2	100	N/A
D	6	300	3	600	100
► E	3	150	2	300	150
F	4	275	3	300	25
► G	9	700	8	900	200

Table Q5.2 Summary of crash cost of project activities

d. Referring to the Table Q5.2 and using the crashing approach, identify the new critical path in an 'all crash mode'.

[8 marks]

End of paper